

Department of Corrections

**BALANCED
SCORECARD**

FISCAL YEARS 2001-2007

Balanced Scorecard

The ingredients of a highly successful balanced scorecard program are:

- ◆ **Leadership from the top;**
- ◆ **Make strategy everyone's job;**
- ◆ **Unlock and focus hidden assets; and**
- ◆ **Make strategy a continuous process.**

The balanced scorecard is a strategic planning tool that helps translate taxpayer and customer needs into operational goals and related strategies and initiatives.

The balanced scorecard on the opposite page begins by linking the Governor's priorities to the Department's Vision Statement. Linking these statements serves as a visual reminder that the Department's Vision aligns with and supports the Governor's priorities.

Offender Accountability is the 2001-2007 strategic focus of the Department of Corrections. In this Strategic Plan, the Department commits to improving offender accountability as the most important public benefit the Department can provide to both taxpayers and stakeholders.

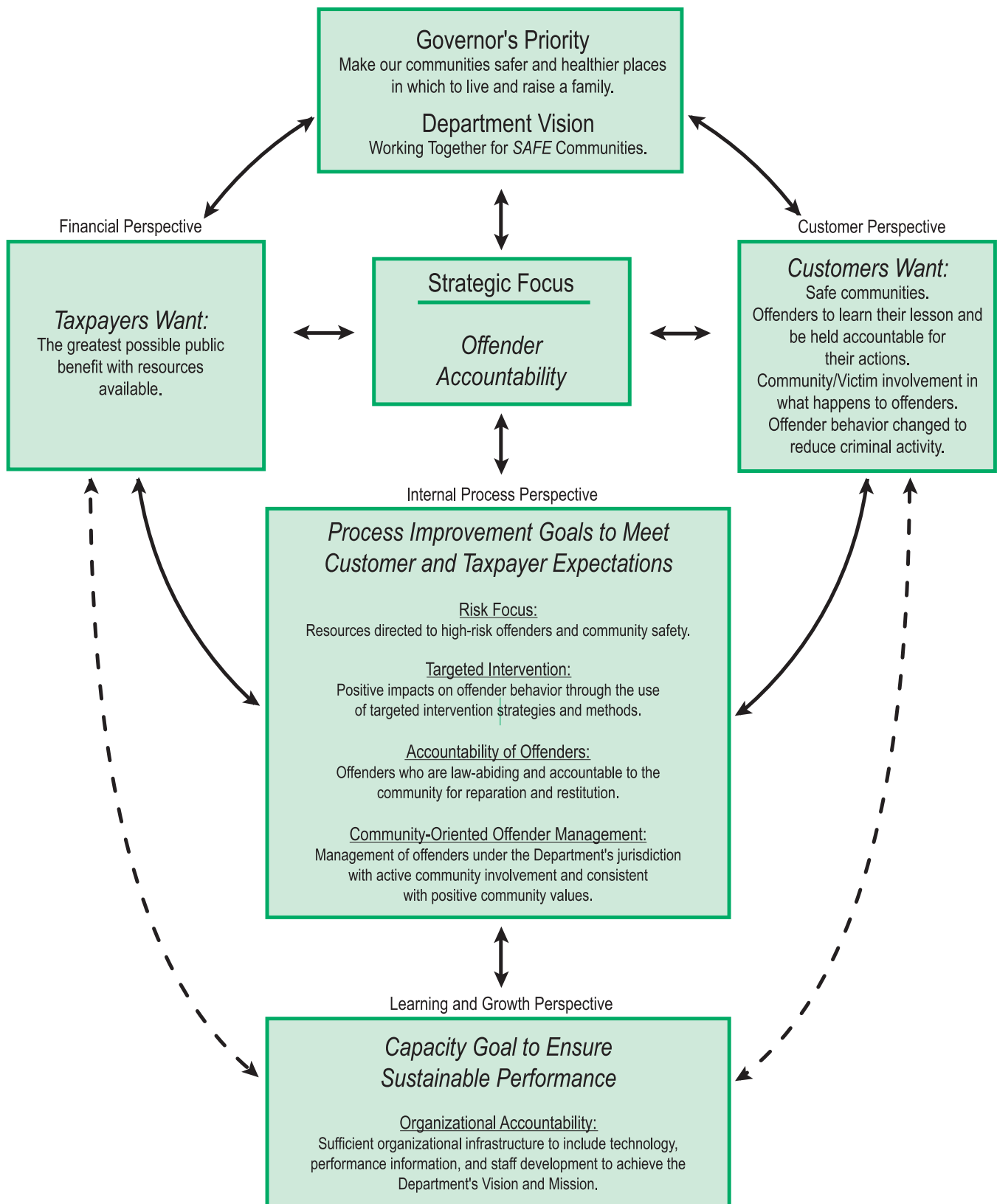
The most significant needs of taxpayers and customers are identified on either side of the Department's Strategic Focus. These needs often compete with each other. In the Financial Perspective, taxpayers, the citizens who provide funding for the Department, want the greatest possible benefit with available resources. In the Customer Perspective, the people who receive departmental services want safe communities.

The Internal Process Perspective section of the balanced scorecard summarizes what the Department plans to accomplish in order to achieve offender accountability. The four Process Improvement goals are derived from offender accountability themes developed by Department staff. These goals fulfill many expectations identified in the balanced scorecard: they will result in better use of resources; they will improve customer satisfaction with Department operations; and they will improve offender accountability. They are the foundation for strategies, initiatives, and performance measures for the 2001-03 Biennium.

The goal in the Learning and Growth Perspective is organizational accountability. The Department is committed to developing an organizational infrastructure capable of obtaining the best results possible. Although the benefits to implementing the related strategies may not be immediately visible to taxpayers and customers, they are the most significant strategies the Department will employ in order to achieve the process improvement goals and to provide the public benefit of offender accountability.

All five goals in the balanced scorecard address the challenges discussed in the previous section and link to the strategies, initiatives, and performance measures outlined in the next section.

Balanced Scorecard



Risk Focus



Research Shows:

There are two major components to be addressed when assessing offender risk. The first is the traditional assessment of the offender's risk to re-offend. The second is the risk of potential harm to the community. The risk to re-offend coupled with the potential for harm to the community will determine the level of supervision. Greater resources will be devoted to the supervision of offenders who are most likely to commit serious offenses.

The Department has chosen the Level of Service Inventory-Revised (LSI-R) as its primary risk assessment tool. The LSI-R, developed by Andrews and Bonta, two respected forensic psychologists, has been proven valid through a number of studies. The tool develops a numerical rating to describe the risk to re-offend. It also helps identify the offender's characteristics that contribute to the risk. The Department uses additional assessment tools to assess the risk of potential harm to the community. This information, along with a detailed review of the individual case history, is used to arrive at the specific risk management level for each offender. Using these risk assessment tools will enable the Department to deploy resources in a manner that is directly related to the degree of risk that offenders pose in the community.

Goal:

Resources directed to high-risk offenders and community safety.

Strategies:

Assess all offenders to determine risk management levels.

Distribute resources to address high-risk offender behavior.

Collaborate with stakeholders to manage the transition of high-risk offenders from jail or prison to the community.

GOAL: Resources Directed to High-Risk Offenders and Community Safety.

Strategy: Assess all Offenders to Determine Risk Management Levels.

Initiatives:

Develop staff expertise in the application of multiple instruments and methods used to determine proper risk management levels.

Perform routine quality assurance to ensure risk identification instruments are used appropriately.

Continue to research the reliability and validity of risk identification methods used.

Measure:

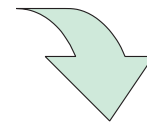
Number and percent of offenders by risk management level.

Integrate risk management assessments with other classification factors to determine institutional custody level assignments.



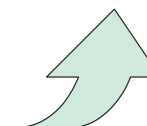
RISK ASSESSMENT TOOLS

Level of Service Inventory-Revised (LSI-R) predicts the likelihood of committing future offenses.



Risk Assessment

Other tools are tailored specifically for violent offenders and sex offenders.



GOAL: Resources Directed to High-Risk Offenders and Community Safety.

Strategy: Distribute Resources to Address High-Risk Offender Behavior.

Initiatives:

Utilize offender mapping to identify communities with high-risk offenders.

Deploy resources based on mapping results showing geographic distribution of high-risk offenders.

Link offender risk management levels to targeted intervention programs.

Review how institutional non-custody staffing relates to offenders' targeted risk factors and risk management levels.

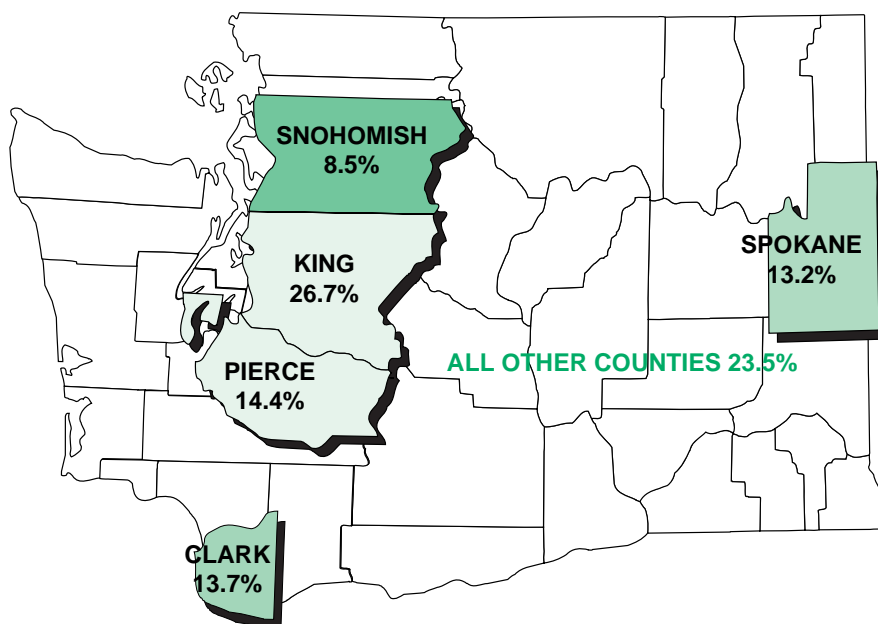
Expand capacity to assess and treat mentally ill and/or behaviorally disturbed offenders.*

Measure:

Cost of providing community supervision to offenders by risk management level.

CURRENT MAPPING FOR ALL OFFENDERS ON COMMUNITY SUPERVISION

Fiscal Year 2000



The map shows that 76.5 percent of offenders on community supervision reside in five counties. The remaining 23.5 percent reside in the other 34 counties.

* This initiative requires additional resources and is dependent upon the Department receiving funding in the 2001-03 Biennium Operating Budget.

GOAL: Resources Directed to High-Risk Offenders and Community Safety.

Strategy: Collaborate with Stakeholders to Manage the Transition of High-Risk Offenders from Jail or Prison to the Community.

Initiatives:

In conjunction with the National Institute of Corrections, pilot a program to identify offender employability needs and target services to meet those needs.

Establish risk management teams for prison offenders.

Establish transition risk management teams for all RM-A offenders.

Develop transition plans for all RM-A, RM-B, and RM-C offenders.

Increase capacity to evaluate sex offenders prior to their release to determine if they meet the definition of a sexually violent predator.

Measure:

Number of offenders who transition from prison into the community on their expected release dates.



A good indicator that the Department has effectively managed and/or changed offender behavior is the approval of a transition plan and release to the community prior to the maximum release date. Offenders who have served the maximum sentence length are often released without plans or strategies to deal with their offensive behavior.

Risk management teams will help offenders while incarcerated and during the transition process. These teams will include the offender, various Department staff, guardians, and other individuals who have some capacity to influence the behavior of the offender. The team's primary activities will be directed at ensuring that offenders comply with their Offender Accountability Plans, including developing a transition plan. Transition risk management teams will focus on helping high-risk offenders transition smoothly into the community.

An approved plan means that the offender has located suitable housing that has been approved by the supervising Community Corrections Officer, the living arrangement will not put the offender at risk to re-offend, and the offender will be able to comply with the conditions of supervision.

Targeted Intervention



Research Shows:

In her study, “Sentencing and Corrections in the 21st Century: Setting the Stage for the Future,” Dr. Doris McKenzie states that effective treatment programs will:

- ◆ Target the specific characteristics and problems of offenders that can be changed in treatment and those that are predictive of the individual’s future criminal activities, such as antisocial attitudes and behavior, drug use, and anger responses;
- ◆ Be implemented in a way that is appropriate for the participating offenders and utilizes therapeutic techniques that are known to work;
- ◆ Give the most intensive programs to offenders who are at the highest risk of recidivism; and
- ◆ Use treatment methods that emphasize positive reinforcement and are individualized as much as possible.

The strategies and initiatives developed in this Strategic Plan are tailored to these known proven principles.

Goal:

Positive impacts on offender behavior through the use of targeted intervention strategies and methods.

Strategies:

Allocate resources to provide intervention programs that address community and offender needs.

Target interventions to address the offender’s offense-related risk factors during confinement and while on supervision in the community.

GOAL: Positive Impacts on Offender Behavior Through the Use of Targeted Intervention Strategies and Methods.

Strategy: Allocate Resources to Provide Intervention Programs that Address Community and Offender Needs.

Initiatives:

Develop program referral standards and prioritize resources to ensure that high-risk offenders get appropriate targeted intervention programs.

Maximize program participation by coordinating scheduling of jobs, education, vocational programs, counseling appointments, etc.

Partner with selected communities to provide community-specific programs based on local needs.

Measure:

Percent of offenders who complete programming requirements identified in their Offender Accountability Plan.

Develop a systematic approach to select, design, implement, and evaluate pilot programs.

Expand capacity to provide programming to offenders housed in intensive management units in order to decrease destructive and violent behaviors.*

BRaille PROGRAM

Washington Corrections Center for Women



An offender at the Washington Corrections Center for Women (WCCW) is trained to format printed text for Braille embossing. The Braille Project is a cooperative effort between WCCW and the Washington State School for the Blind. Some of the work includes Washington State Voter's Pamphlets, bus schedules, and text books for school districts.

* This initiative requires additional resources and is dependent upon the Department receiving funding in the 2001-03 Biennium Operating Budget.

GOAL: Positive Impacts on Offender Behavior Through the Use of Targeted Intervention Strategies and Methods.

Strategy: Target Interventions to Address the Offender's Offense-Related Risk Factors During Confinement and While on Supervision in the Community.

Initiatives:

Develop staff expertise in understanding the relationship between risk factors and targeted interventions, and in recommending appropriate interventions in Offender Accountability Plans.

Develop a system to collect and report data related to referrals, enrollments, and completions of offender programs.

Develop procedures to monitor pre- and post-completion scores by change program and offender risk level.

Measure:

Changes in Level of Service Inventory-Revised (LSI-R) scores after successful completion of programs.

In May 1999, the Washington State Institute for Public Policy published a literature review that covered research done in the United States and Canada about the effectiveness of adult correctional programs in reducing recidivism. The review resulted in a report describing the "bottom line" economics of various programs that attempt to reduce criminal behavior.

Summary of Key Economic Measures for Programs (All Dollar Values are in 1998 Dollars)	Estimated Program Cost Per Participant	Criminal Justice System Benefits (Taxpayer Cost Savings)		Criminal Justice System AND Crime Victim Benefits	
		Per Participant	Benefits Per Dollar of Cost	Per Participant	Benefits Per Dollar of Cost
Adult Offender Programs					
Community-Based Programs					
Job Counseling & Job Search for Inmates Leaving Prison	\$539	\$1,532	\$2.84	\$2,154	\$4.00
Drug Courts	\$2,000	\$3,385	\$1.69	\$4,368	\$2.18
Short-Term Financial Assistance for Inmates Leaving Prison	\$2,718	\$2,080	\$0.77	\$2,924	\$1.08
Subsidized Jobs for Inmates Leaving Prison	\$10,089	\$6,750	\$0.67	\$9,490	\$0.94
Adult Intensive Supervision Programs	\$3,345	\$1,298	\$0.39	\$1,730	\$0.52
Case Management Substance Abuse Programs	\$2,144	(\$329)	(\$0.15)	(\$456)	(\$0.21)
Work Release Programs	\$0	\$0	n/a	\$0	n/a
Community-Based Substance Abuse Treatment	n/a	n/a	n/a	n/a	n/a
In-Prison Programs					
Moral Reconciliation Therapy	\$285	\$2,330	\$8.17	\$3,275	\$11.48
Reasoning and Rehabilitation	\$296	\$750	\$2.54	\$1,039	\$3.51
In-Prison Vocational Education	\$1,876	\$4,316	\$2.30	\$6,068	\$3.23
Adult Basic Education	\$1,888	\$3,220	\$1.71	\$4,528	\$2.40
In-Prison Therapeutic Communities	\$5,500	\$4,202	\$0.76	\$5,908	\$1.07
Sex Offender Treatment Programs	\$6,435	\$1,591	\$0.25	\$1,681	\$0.26
Life Skills Programs	\$809	\$0	\$0.00	\$0	\$0.00
Correctional Industries	n/a	\$1,725	n/a	\$2,426	n/a
In-Prison Non-Residential Substance Abuse Treatment	n/a	n/a	n/a	n/a	n/a
Other Cognitive Behavioral Therapy	n/a	n/a	n/a	n/a	n/a

Source: The Comparative Costs and Benefits of Programs to Reduce Crime: A Review of National Research Findings with Implications for Washington State.

Accountability of Offenders

Research Shows:

In her February 23, 2000 paper, “Sentencing and Corrections in the 21st Century: Setting the Stage for the Future,” submitted to the National Institute of Justice, Dr. Doris McKenzie comments on restorative justice. Community and restorative justice incorporate many responses to crime aimed at doing justice by addressing the harm that crime causes to individuals, communities, and relationships. Justice involves the victim, offender, and community in the search for solutions that promote safety and reparation. From this perspective, community and restorative justice require more than just punishing or treating those found guilty of lawbreaking. Victims should be repaid for tangible and emotional losses; offenders should be accountable by taking responsibility, recognizing the shame, and regaining dignity.

The Department has embraced the concept of community and restorative justice and has given substance and depth to the concept in the form of a new tool, the Offender Accountability Plan. Using the plan, the Department will combine the traditional components of sentencing: incarceration; supervision; restitution; community service; prohibitions; and treatment; with new components promoted by the community justice concept.

Goal:

Offenders who are law-abiding and accountable to the community for reparation and restitution.

Strategies:

Implement Offender Accountability Plans to effectively manage and monitor offenders.

Create a system of incentives and disincentives to encourage responsible, accountable offender behavior.

GOAL: Offenders Who are Law-Abiding and Accountable to the Community for Reparation and Restitution.

Strategy: Implement Offender Accountability Plans to Effectively Manage and Monitor Offenders.

Initiatives:

Develop Offender Accountability Plans for all offenders as the primary method for coordinating, documenting, and communicating individual offender management strategies and expectations.

Impose conditions of supervision, including conditions of confinement, that are appropriate for offender risk management.

Develop methods and strategies to monitor and report offender compliance with conditions of supervision.

Increase the percent of offenders who meet their legal financial obligations.

Measures:

Percent of offenders who meet conditions of supervision.

Percent of offenders who meet their legal financial obligations.

**LEGAL FINANCIAL OBLIGATIONS COLLECTED
FROM OFFENDERS ON COMMUNITY SUPERVISION**
Fiscal Years 1990 through 2000

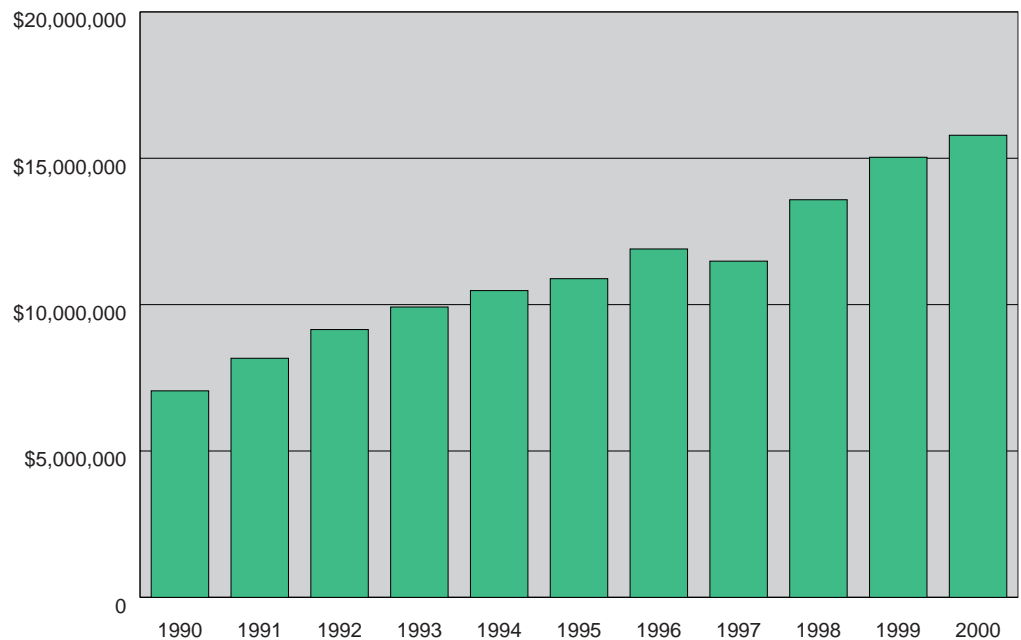


Chart 29

NOTE: Legal Financial Obligations are described on Page 11.

GOAL: Offenders Who are Law-Abiding and Accountable to the Community for Reparation and Restitution.

Strategy: Create a System of Incentives and Disincentives to Encourage Responsible, Accountable Offender Behavior.

Initiatives:

Develop staff expertise in the use of appropriate incentives and disincentives.

Respond fairly and swiftly to institutional infractions and community custody violations.

Within institutions, create employment opportunities and assign jobs consistent with the offender's behavior and compliance with the Offender Accountability Plan.

Pilot ways in which institutional environments can reflect citizen routines including providing employment opportunities consistent with positive community values.

Increase the number of Class I and Class II jobs* for offenders.

Measures:

Number of new criminal convictions for offenders while under the Department's jurisdiction.

Number of Class I and Class II jobs.



EXAMPLES OF INCENTIVES AND DISINCENTIVES

Incentives and disincentives are powerful tools that can be used to positively motivate appropriate offender behavior. Some examples are:

Incentives:

- ◆ Recognizing progress toward a goal.
- ◆ Involving family and significant others for support.
- ◆ Offender mentoring/tutoring by a community member to reach a specific goal.
- ◆ Elimination of some supervision restrictions (i.e., drug tests, travel, curfew).
- ◆ Reduction of custody or supervision level as a reward for progress.

Disincentives:

- ◆ Restricted activities.
- ◆ Increased monitoring.
- ◆ Higher custody level.
- ◆ Extended supervision.

* Class I and Class II jobs are described on Page 12.

Community-Oriented Offender Management

Research Shows:

Guiding principles as described in *Restoring Hope through Community Partnerships, The American Probation and Parole Association Handbook for Community Corrections*, 1996, provide a foundation for changes in the Washington State Department of Corrections. They include:

- ◆ Crime is a community problem;
- ◆ Informal social controls are the most effective method of reducing crime;
- ◆ Community involvement should be encouraged to the maximum extent possible; and
- ◆ Networking and collaboration are necessary to significantly impact crime and maximize agency operations.

Given these operational principles combined with knowledge of individual offender risk factors that impact behavior, the Department has established a future that includes a comprehensive community-oriented approach to corrections.

Goal:

Management of offenders under the Department's jurisdiction with active community involvement and consistent with positive community values.

Strategies:

Utilize guardians to assist in monitoring and to positively impact offender behavior.

Partner with communities to implement risk-reduction activities.

Improve victim services delivered by the Department.

Improve facility and community safety.

GOAL: Management of Offenders Under the Department’s Jurisdiction with Active Community Involvement and Consistent with Positive Community Values.

Strategy: Utilize Guardians to Assist in Monitoring and to Positively Impact Offender Behavior.

Initiatives:

Recruit guardians to participate in offender risk management teams.

Increase the number of members of the community who volunteer to work with offenders by extending the volunteer networks which exist in institutions into the community.

Measures:

Percent of offenders in the community by risk category with guardians.

Number of hours of community service work provided by offenders.

Number of hours of volunteer service provided by members of the community.



WHAT IS A GUARDIAN?

A guardian is an individual who has the capacity to positively influence the behavior of an offender, the safety of victims or potential victims, and/or the safety of places.

Guardians are defined by virtue of their role in the criminal justice system, relationships with offenders or proximity to places where offenders reside, work, or recreate.

There are three types of guardians:

Agency/Service Provider Guardians are acting in the normal course of their business and recognize the need to be a team member in the management/treatment of the individual to protect the community and reduce the potential for victimization.

Volunteer Guardians have offered to volunteer in the team approach to managing offenders. These volunteers accept certain responsibilities and act on behalf of the Department of Corrections. They promote public safety through accountability of offenders in the community.

Natural Guardians have the opportunity to impact the offender’s behavior. These guardians may include employers, neighbors, family members, concerned residents, and cultural or social support groups.

GOAL: Management of Offenders Under the Department's Jurisdiction with Active Community Involvement and Consistent with Positive Community Values.

Strategy: Partner with Communities to Implement Risk-Reduction Activities.

Initiatives:

Conduct at least eight community forums in eight different counties by June 2002 to identify community interest and community ideas regarding risk-reduction partnerships with the Department.

Evaluate the results of risk-reduction activities with communities.

Implement at least eight new risk-reduction community partnership agreements by June 2003.

Establish guidelines for future community partnership agreements.

Participate in a multi-agency effort to eliminate methamphetamine labs in local communities.

Measures:

Number of active partnership agreements.

Number of county forums held.

WORKING TOGETHER



GOAL: Management of Offenders Under the Department's Jurisdiction with Active Community Involvement and Consistent with Positive Community Values.

Strategy: Improve Victim Services Delivered by the Department.

Initiatives:

Provide opportunities for victims and victim advocates to participate in risk management teams to develop Offender Accountability Plans.*

Implement procedures to respond to victim needs and community safety issues identified in Offender Accountability Plans.

Develop correctional staff expertise on the rights and needs of crime victims.

Develop staff expertise in supervision procedures for offenders who have demonstrated domestic violence behavior.

Publish a victim's services handbook.

Measure:

Number of victim advocates and victim service providers participating in risk management teams for RM-A offenders.

The Victim's Council was established in July 1999 to work with the Department on victim issues and to ensure that the Department is aware of the concerns of those impacted by crime. The Council provides advice on victims' rights and services, works on legislative and public initiatives impacting victims, serves as the Department's liaison to the statewide victim services community, and participates in the planning and implementation of victim/offender programs. The Victim's Council includes representatives from:

- ◆ Department of Community and Trade Development, Office of Crime Victim Advocacy
- ◆ Department of Corrections
- ◆ Department of Labor and Industries' Crime Victims Compensation Program
- ◆ Family and Friends of Violent Crime Victims
- ◆ Mothers Against Drunk Drivers
- ◆ Mothers Against Violence in America
- ◆ Washington Association of Prosecuting Attorneys
- ◆ Washington Coalition of Crime Victims' Advocates
- ◆ Washington Coalition Against Domestic Violence
- ◆ Washington Coalition on Sexual Assault Programs

* This initiative requires additional resources and is dependent upon the Department receiving funding in the 2001-03 Biennium Operating Budget.

GOAL: Management of Offenders Under the Department's Jurisdiction with Active Community Involvement and Consistent with Positive Community Values.

Strategy: Improve Facility and Community Safety.

Initiatives:

Implement assault reduction initiatives to reduce risk of harm to staff and offenders.

Establish peer support teams to help staff members who have experienced a traumatic on-the-job incident.

Use offender profile data and information about best practices to implement strategies targeted to reduce escapes.

Implement use of drug-detection devices and expand telephone monitoring capability to reduce contraband in institutions.*

Establish fugitive teams to apprehend high-risk absconders.

Ensure facilities and work sites are in good repair for the safety of staff, offenders, and visitors.**

Measures:

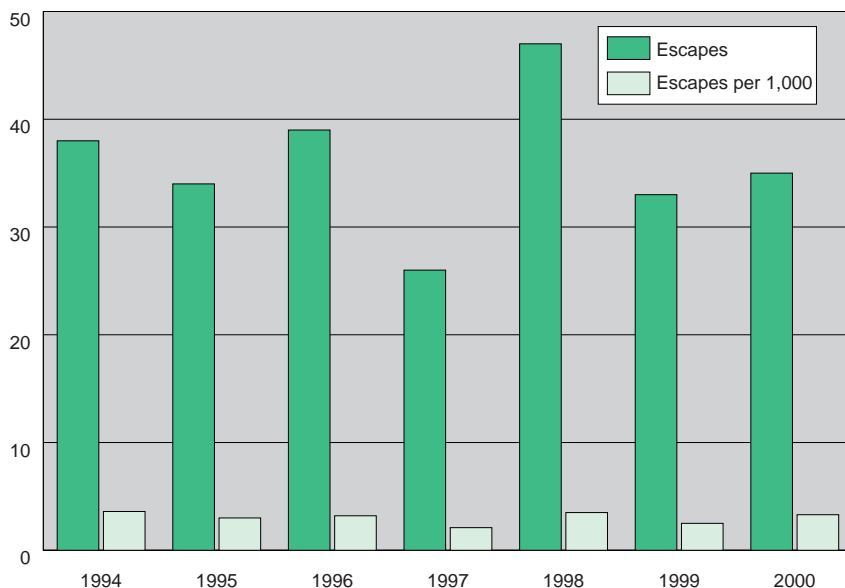
Escape rate (per 1,000 offenders).

Number of violent infractions by risk management and custody level.

Number of drug-related infractions.

Percent of RM-A absconders apprehended.

ESCAPES
Fiscal Years 1994 through 2000



* This initiative requires additional resources and is dependent upon the Department receiving funding in the 2001-03 Biennium Operating Budget.

** This initiative requires additional resources and is dependent upon the Department receiving funding in the 2001-03 Biennium Capital Budget.

Organizational Accountability



Research Shows:

“The Balanced Scorecard stresses the importance of investing for the future, and not just in traditional areas for investment, such as new equipment and new product research and development. Equipment and R&D investments are certainly important but they are unlikely to be sufficient by themselves. Organizations must also invest in their infrastructure - people, systems, and procedures - if they are to achieve ambitious long-term . . . objectives.

Our experience in building Balanced Scorecards across a wide variety of service and manufacturing organizations has revealed three principle categories for the learning and growth perspective:

1. Employee capabilities
2. Information systems capabilities
3. Motivation, empowerment, and alignment.”

The Balanced Scorecard: Translating Strategy into Action
Robert S. Kaplan and David P. Norton

Goal:

Sufficient organizational infrastructure to include technology, performance information, and staff development to achieve the Department’s Vision and Mission.

Strategies:

Provide easily accessible, timely, and accurate information.

Recruit and retain a diverse workforce.

Establish a system to support organizational and individual performance.

GOAL: Sufficient Organizational Infrastructure to Include Technology, Performance Information, and Staff Development to Achieve the Department's Vision and Mission.

Strategy: Provide Easily Accessible, Timely, and Accurate Information.

Initiatives:

Complete Phase II of the Offender Management Network Information (OMNI) Project.*

Provide sufficient staff to support the information technology equipment and programs that are required for critical operations.*

Partner with criminal justice and other law enforcement agencies to implement the Justice Information Network.

Implement an information technology disaster recovery plan that will allow the Department to quickly bring mission critical systems back on-line following a major disaster.*

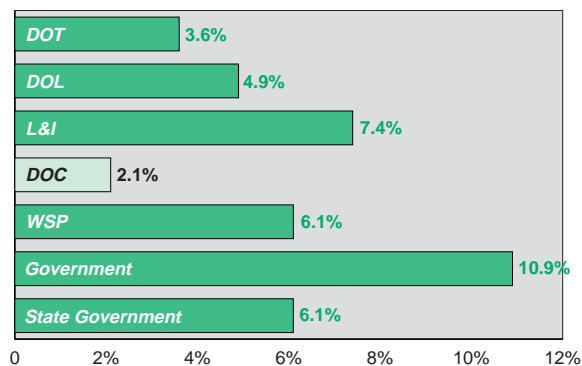
Measures:

Targeted and actual completion dates of Phase II of the OMNI Project.

Ratio of information technology staff to computer users.

PERCENT OF IT STAFF TO TOTAL COMPUTER USERS

Fiscal Year 2000



NOTE: At the beginning of Fiscal Year 2000, the Department had 116 information technology staff serving 5,500 computer users.

Source: Information provided by the Washington State Department of Transportation.



The Department is currently replacing its primary information system, the Offender-Based Tracking System (OBTS), with the new system, OMNI. This replacement project is a six-year project, divided into three phases. Phase II is scheduled for the 2001-03 Biennium.

OMNI will provide expanded capability to measure and analyze data, which is essential for management, research, and quality improvement processes.

* This initiative requires additional resources and is dependent upon the Department receiving funding in the 2001-03 Biennium Operating Budget.

GOAL: Sufficient Organizational Infrastructure to Include Technology, Performance Information, and Staff Development to Achieve the Department's Vision and Mission.

Strategy: Recruit and Retain a Diverse Workforce.

Initiatives:

Maintain a diversity committee in each region and every institution, as well as a statewide committee.

Increase recruitment of diverse candidates, using workforce demographic information by area.

Establish and maintain "talking circles" in the Department focused on issues of diversity.

Establish a mentoring program that enhances diversity and excellence throughout the Department.

Measures:

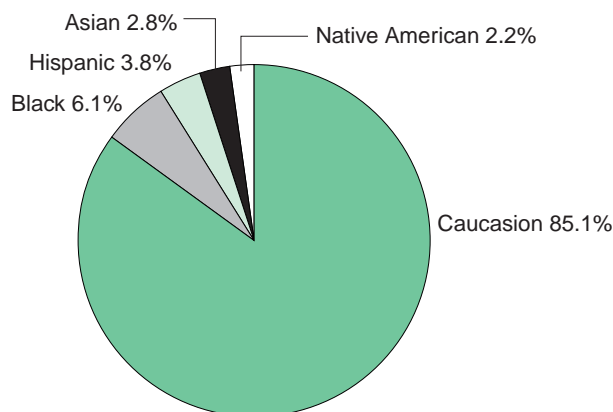
Percent of diverse staff employed.

Percent of diverse managers.

Turnover of diverse employees compared to Department turnover rate.

DIVERSITY PROFILE BY ETHNICITY

As of July 1, 2000



On July 1, 2000, the Department had 7,332 employees. Of the total, 61.4 percent were male and 38.6 percent were female. Ethnic minorities constituted 14.9 percent of the total.



The talking circles concept was developed by the Study Circles Resource Center, Topsfield Foundation, Inc. The premise of a talking circle is that dialogue is a necessary first step for coming to terms with diversity issues, and that trained facilitators will enable people to consider a range of ideas and views about diversity in the workplace.

GOAL: Sufficient Organizational Infrastructure to Include Technology, Performance Information, and Staff Development to Achieve the Department's Vision and Mission.

Strategy: Establish a System to Support Organizational and Individual Performance.

Initiatives:

Support continuous learning through structured on-the-job programs.

Identify and develop skills, job competencies, and organizational expertise needed to implement the Offender Accountability Act.

Develop the capacity to track, document, and evaluate information to assess organizational and staff performance.

Measure:

Number of organizational performance reviews conducted.

Implement a comprehensive training program for new staff.

Develop leadership and mentoring programs.

Ensure routine management review and discussion of the Department's progress toward stated goals and initiatives.



WHAT IS COACH?

COACH (Correctional Officers Achievement Program) is an on-the-job training program which provides documented step-by-step instruction for development of key skills performed by correctional officers. The program is tailored to meet the unique needs of individual facilities so staff receive training that is both relevant and appropriate. Experienced correctional officers provide the training. By using a standardized yet informal training program to teach standards, the Department is able to ensure employees are knowledgeable about basic security practices.

